

## Information Networks Forge Strong Community-Police Collaboration

### Fax Net 1 and the Phoenix Police Department

When the concept of policing was first established in the American colonies, the main function of those chosen to serve was to patrol the community and alert citizens of any dangers. The keys to a successful patrol were observation and communication. While the daily duties of police officers have changed over time, the significance of communication between officers and the public has remained of paramount importance.

In the early 1990s, residents of Phoenix, Arizona recognized the value of observation and communication and developed a program which utilizes basic technology tools to achieve the same goals as those tasked upon colonial night watchers. Fax Net 1 distributes alerts and crime prevention information to businesses and neighborhood leaders in a cost- and time-efficient

manner, helping police capture perpetrators and community members protect themselves and their neighbors. Over the past nineteen years, Fax Net 1 has visibly reduced crime rates in the Phoenix area. It has also opened lines of communication between multiple law enforcement agencies, community members and business leaders while improving the effective deployment of safety resources and advancing crime prevention goals.

### PROTECTING COMMUNITIES BY SHARING INFORMATION

In the early 1990s, Paul and Peggy Secaur were the managers of a high-rise office tower in Phoenix. After receiving a phone call warning of a purse snatcher in the building, Paul called the police, who effectively apprehended the man. Realizing the success resulting from a simple neighbor

to neighbor phone call, Paul commented to Peggy, "I wonder if a fax could out-run these criminals as they go building to building." In order to test this proposition, the Secaurs met with managers of six neighboring high-rise buildings. They requested that if a crime occurred, the managers call the police and then fax Peggy a one-page alert describing the incident. Peggy would then forward this same alert to the other buildings on the list, further distributing the information.

#### 2008 MetLife Foundation Community-Police Partnership Awards

This publication is part of a series published by the Local Initiatives Support Corporation's Community Safety Initiative as part of the MetLife Foundation Community-Police Partnership Awards program. Sponsored by MetLife Foundation since 2002, the Awards celebrate and promote exemplary community safety strategies bolstered by collaboration between police and neighborhood leaders. LISC and MetLife Foundation believe that public safety is an integral component of building strong and healthy communities. Law enforcement and community building—from economic development to youth programs to neighborhood beautification efforts—yield greater benefits for neighborhoods when they are strategically integrated. For more information about LISC or the MetLife Foundation Community-Police Partnership Awards, please visit [www.lisc.org](http://www.lisc.org). For more information about the Foundation, please visit [www.metlife.com](http://www.metlife.com)



## MetLife Foundation



*Fax Net 1 and the Phoenix Police Department celebrate their 2008 MetLife Foundation Award. From left to right: Paul Secaur (Fax Net 1 Board Chair), Peggy Secaur (Fax Net 1 Executive Director), Teresa Brice (Phoenix LISC Executive Director), Kristina Buckwalter (Fax Net 1 Program Manager), Ted Myzwiniski (MetLife Agency Sales Director), Chief Jack F. Harris (Phoenix Police Department)*

# COMBATING CRIME IN THE INFORMATION AGE

## Additional Applied Technology Strategies Used to Address Public Safety Issues

### ► Information Sharing through YouTube

The SOHI Business Association in Milwaukee has partnered with the Milwaukee Police Department to take advantage of the popular YouTube network as a vehicle for information-sharing regarding safety, security and nuisance abatement. Posting on YouTube is a cost efficient and effective way to reach a wide audience. Over the course of a year, SOHI posted 10 YouTube videos on a range of topics such as how to deal with a nuisance property, the new neighborhood policing plan, the role of the Milwaukee Police Department's Community Prosecution Team and much more.

Watch a SOHI District YouTube Video:  
<http://www.youtube.com/user/SOHIMKE>

### ► Text-a-Tip

The Boston Police Department has expanded on its 30 year-old Crime Stoppers program by adding a texting option. Crime Stoppers began as a toll-free hotline for individuals to call anonymously if they had information on a crime (See: CSI 2006 case *Urban Edge Public Safety Services*). Now tipsters also have the option to anonymously text the police with any information they may have. Text-a-tip has the added advantage of being a silent tool with which an individual can relay information to the police. Since its inception, the Boston Text-a-Tip program has received over 460 tips per year via text message. In addition, phone tips have increased 60% as a result of the text-a-tip program. Other cities including Seattle, WA; Fresno, CA; San Diego, CA; Tampa, FL; and Kansas City, MO, have also begun to implement this powerful information-sharing tool.

Learn more about the Boston Police Department's Text-a-Tip tool:  
[http://www.cityofboston.gov/POLICE/crim-stop\\_mobile\\_terms.asp](http://www.cityofboston.gov/POLICE/crim-stop_mobile_terms.asp)

### ► Crime Analysis & Mapping

Crime mapping is a powerful tool used in cities throughout the country to identify crime "hotspots" and analyze trends. Past MetLife Foundation Award winners and CSI

partners have bolstered traditional crime maps with graphic analyses of economic development assets and liabilities, creating a more enhanced picture of safety problems and opportunities. For one example, read the 2007 CSI Case *Curbing Crime, One Street at a Time* about HomeSight and the Seattle Police Department.

In Philadelphia, the primary function for the Crime Analysis & Mapping Unit at the department is to analyze and illustrate crime-related patterns on computerized maps of the city. Members of this unit are specialists in Geographic Information Systems (GIS) who prepare this information for use within the department and in the community. The Philadelphia Police Department holds weekly Compstat (short for Computerized Statistics or Comparative Statistics) meetings where crime maps are displayed for all attendees. At this meeting, command staff from different districts highlight areas of interest, perform summary statistics and display prominent crime patterns in their neighborhoods. Read about University City District's award winning partnership with the Philadelphia Police Department in CSI 2004 case *Safety on the Commercial Corridor*.

### ► GangNet

GangNet is a national database used by local, state and county law enforcement agencies to compile and track information on gangs and gang members. The easy-to-use interface allows officers to input information on gang members and gang-related crimes gleaned from investigations and discussions with community members into a database accessible to other officers and agencies. In states and cities where GangNet is in operation, such as Miami, Florida, officers have up-to-date information on gang members at their fingertips. (See: CSI 2008 case *Positive Intervention to Prevent Youth Gang Involvement*). This is an increasingly important tool at a time when gangs are becoming more mobile and harder to track and convict.

Find out more on GangNet:  
<http://www.sra.com/gangnet/>

Within three weeks, the success of the program was evident. The small group of building managers caught a bank robber, found a missing Alzheimer's patient, helped the Secret Service break up a counterfeiting ring and discovered an attempted rapist. The program was successful for the same reasons Paul first hypothesized. Fax Net 1 was able to quickly distribute information, arming the community with the tools needed to recognize and prevent crime, as well as serving as extra eyes and ears for law enforcement.

*While Fax Net 1 was originally started by community members, the program's success rests on robust involvement and support from law enforcement agencies.*

With newfound confidence, the Secaurs sought to expand upon the initial success. Due to the extensive use of fax technology at the time and the fact that it was the first networking program of its type in the United States, the Secaurs named the program Fax Net 1. The couple pledged to provide financial support for a term of two years, planning to terminate the program then if it had not achieved enough success to attract external donations. Basic rules of the organization were also laid out at this time; no one would ever make money from the program, and there would be no charge for anyone seeking to use their services. The Secaurs also decided to stay away from media attention, understanding that the primary goal of the program was to help the community.

These initial rules served the program well. Nineteen years later, Fax Net 1 has not only continued upon its original path of success, but has incorporated as a non-profit organization and expanded its services to include systems for disseminating



*Program Manager Kristina Buckwaller and Phoenix Police Department Detective Tommy Thompson receive an incoming crime alert sent by local law enforcement. Once an alert is processed and prioritized, a decision is made on what databases in the Fax Net 1 system will receive that particular alert or if a new database must be built.*

safety tips and notifying specific types of businesses about targeted crime concerns. It has also further developed its networking database to include a larger region in order to deter criminals from simply relocating their crime out of Phoenix, where Fax Net 1 members have learned how to “target harden” or protect their properties. Fax Net 1 is now able to distribute crime alerts to areas across the country within an hour or less. Perhaps most importantly, Fax Net 1 has also created a forum through which law enforcement agencies crossing jurisdictional lines throughout the Phoenix area and beyond regularly communicate, both with each other and with community and business leaders.

Key to program success has been Fax Net 1’s commitment to information-sharing

at both the planning and implementation level. The program’s board of directors and management team interact with multiple law enforcement agencies, as well as public and private partners, creating a system that addresses and prevents crime at the neighborhood level in a timely fashion. Peggy states, “This is not a faxing strategy. This is a public safety strategy that uses technological advancements to communicate critical information to a large number of people in a short amount of time. The key to our success is getting the right information from the right sources into the eyes, ears and hands of those who can make a difference. Working in partnership with the police has allowed us to disseminate information accurately and quickly, allowing us the opportunity to share crime alerts with

the public that is most affected and most willing to respond.”

*While the original crime alerts sent through the program helped resolve key incidents, the latent effect of building lasting and effective communication between multiple law enforcement agencies and the public was an even greater achievement.*

*Representatives from all 15 law enforcement jurisdictions in the Phoenix area meet with Fax Net 1 on a monthly basis to work proactively on cases.*

## GAINING POLICE SUPPORT

While Fax Net 1 was originally started by civilians, the successes of the program required heavy involvement and support from law enforcement. Impressed by the early success of the program, the Phoenix Police Department (PPD) approached Fax Net 1 to formalize a partnership. Both the Secaurs and the PPD believe that Fax Net 1 gained the support of law enforcement because Fax Net 1's leaders were trustworthy, reliable and successful. It is these qualities that have kept the PPD and other law enforcement agencies involved many years later.

Contrary to its formative days, today, all alerts sent out by Fax Net 1 must be generated by law enforcement. This ensures that all notices sent out are legitimate, and that the victims' identities are concealed. Confidentiality is such a high priority of Fax Net 1 that the office location is undisclosed to the public and premises remain locked at all times, keeping even the cleaning staff out.

Peggy feels that another reason the program has been so successful is because of the continuity of those running it; she herself ran the program for many years. Today, Kristina Buckwalter is the program director. Buckwalter worked at Fax Net 1 throughout her high school years and eventually

returned because of her passion for the program and its success. Peggy explained that if a sworn officer were assigned to run the program, as s/he was promoted and replaced by new leadership, the program would likely see frequent changes.

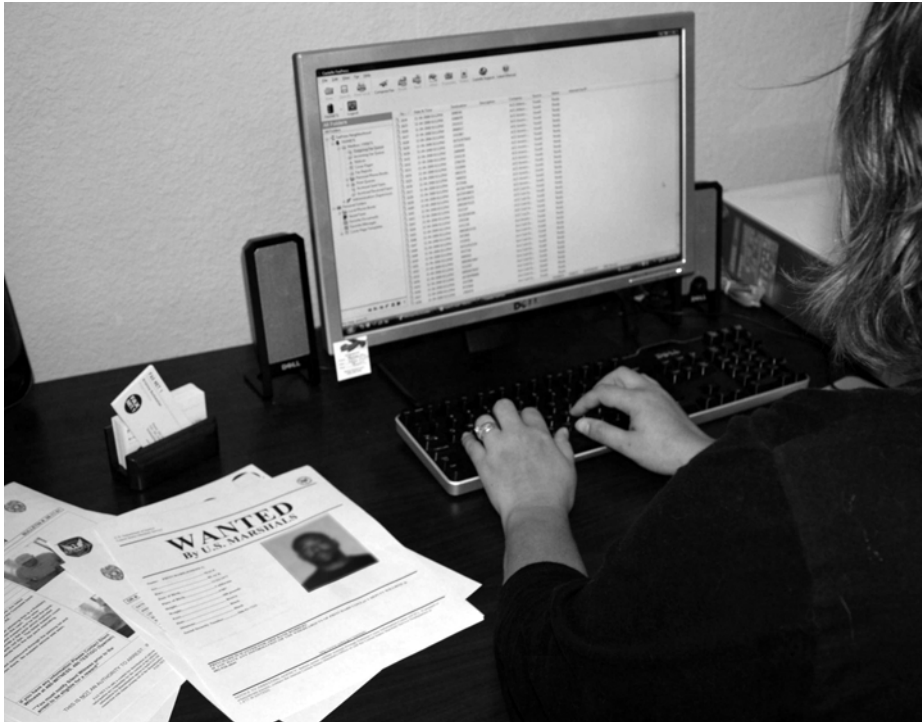
Though community members run Fax Net 1's day-to-day operations, police leaders play an important role in planning and guiding Fax Net 1's growth. A representative of the Phoenix Police Department has served as Vice-Chair of the board since Fax Net 1's founding, providing guidance as the program has expanded its scope over the years.

## CORE PROGRAM MODEL

Distributing alerts about unresolved crimes and emerging trends continues to be a core function of Fax Net 1. In order for an alert to be generated and distributed by Fax Net 1, it must be referred directly from the law enforcement community via



*Phoenix Police Department officers attend a gathering of Fax Net 1 partners to review the program's progress and achievements.*



*Fax Net 1 has developed extensive network databases that allow the organization to send fax alerts to targeted residents and businesses alerting them of crime or safety concerns in their communities. Alerts are scanned into the system and the data is sent via fiber optic lines to selected recipients.*

fax, email or phone call. Fax Net 1 sends out an average of five to fifteen alerts per day. Requests include only the information the public needs to know in order to have effective eyes and ears for the problem at hand. The initiating law enforcement logo appears on top of every request, followed by the suspect's name, description and any known physical distinguishing marks. If available, a photograph of the suspect is also included on the one page alert. Photos of vehicles involved are incorporated where applicable. The name and contact information of the requesting officer is included at the bottom of every request. Fax Net 1 is also capable of receiving calls regarding the

alerts, which are then forwarded to the officer assigned to the case.

Once Fax Net 1 receives a valid request, the networking database is accessed in order to determine which businesses and community members should receive it. This database contains the fax numbers and email addresses of thousands of businesses which can be sorted by business type or location. Initially, this database was generated by hand; however the advent of the internet and mapping programs has facilitated its growth. In order to build the database, Buckwalter searches the internet and phone books for local businesses. She then calls the business in order to explain the

*“This board is so successful because of the combination of individuals selected to serve. We have business leaders and law enforcement officials working together to reduce crime and adapt the program to respond to community needs.”*

— Richard Sherman, Fax Net 1 Board Member

## PUBLIC-PRIVATE PARTNERS DIRECT PLANNING AT FAX NET 1

### Fax Net 1 Thrives Under the Direction of a Diverse and Dedicated Advisory Board

Bringing together neighboring police departments, state entities and local corporations, Fax Net 1 has benefited from the advisement of a loyal and committed 15 member advisory board. The board has been in place for 19 years, with a number of members and organizations present since its establishment. Several board members have retired from their organizations but have remained active participants due to their commitment to Fax Net 1's strategic planning and growth. Paul Secaur serves as the Board Chair, with the following entities represented as members:

- ▶ U.S. Marshals Office
- ▶ Arizona Department of Public Safety
- ▶ Phoenix Police Department
- ▶ Gilbert Police Department
- ▶ Glendale Police Department
- ▶ Scottsdale Police Department
- ▶ Tempe Police Department
- ▶ Maricopa County Sheriff's Office
- ▶ Anderson Security Agency, Ltd.
- ▶ SCF Arizona
- ▶ Securitas Security Services USA, Inc.
- ▶ Walgreen Co.

For more information on agenda-setting and recruitment strategies when working with public safety organizations, contact Paul Secaur of Fax Net 1 at [psecaur@cox.net](mailto:psecaur@cox.net).

program and request the appropriate information to include in the directory. Today, Fax Net 1 can quickly and easily build a new database to suffice most requests. In one case, Fax Net 1 was able to respond to a specific case by developing a database and sending an alert from its location in Phoenix to relevant New York City businesses in

tate communication between and across law enforcement agencies to resolve crimes and discuss trends.

Today, representatives from all fifteen jurisdictions in the Phoenix area—a 60 square mile area known as “the valley”—meet with Fax Net 1 on a monthly basis in order to share information and work

*The key to the program is fast and efficient communication between law enforcement and the community.*

less than two hours. It is this type of swift and strategic response that has earned Fax Net 1 the respect of partnering law enforcement agencies.

While the internet has been beneficial in building the network database, fax technology is still used as the main tool for communication. Peggy explains that with faxes the organization is not fighting firewalls, a common problem with electronic mail. In addition, employees who have direct contact with the public, such as receptionists at hotels, do not have access to email while at work. If an alert is sent out via fax, it is able to discretely show up at the employee's desk, and they are more likely to review the information in a timely manner. For other businesses, Fax Net 1 sends email alerts. The key to the program is fast and efficient communication between law enforcement and the community.

## HELPING LAW ENFORCEMENT AGENCIES WORK TOGETHER

Fax Net 1's alerts demonstrated strong early success in Phoenix, but it quickly became clear that the program's services would be valued across jurisdictional borders, given that crime trends do not adhere to specific geographic boundaries. As the program expanded to serve other local jurisdictions, the PPD helped bring colleagues in other law enforcement agencies to the table. They also established a regular meeting schedule to enhance the program's abilities to facili-

together proactively on cases. The information shared through the Fax Net 1 network covers emerging crime trends and information pertaining to specific cases, thus empowering law enforcement agencies and their community partners to address existing crime concerns and prevent new problems from taking hold. This function of Fax Net 1 is particularly powerful and unusual, in that a community-driven safety program is in the driver's seat in facilitating improved collaboration between law enforcement agencies.

Fax Net 1's board of directors serves as another key forum where law enforcement leaders discuss safety strategies with community and business leaders. Board members include representatives from most law enforcement agencies in Maricopa County, as well as residents and owners of local businesses. Richard Sherman, a member of the board since its founding, stated “This board is so successful because of the combination of individuals selected to serve. We have business leaders and law enforcement officials working together to reduce crime and adapt the program to respond to community needs.” Again, the Fax Net 1 board serves as a rare opportunity for community leaders to discuss priority issues with members of multiple enforcement agencies simultaneously. The dialogue informs Fax Net 1's programmatic development, as well as the resource deployment decisions of each of the law enforcement members.

## USING NETWORKS TO SPUR CRIME PREVENTION

In addition, police agencies use Fax Net 1's network to convey key crime prevention information to business and community leaders. The Safe Business program, run by Detective Potts of PPD, is one program that has utilized Fax Net 1 in this way. Through this program, police provide services such as health and safety trainings, tips to improve store security and recommendations for preventing victimization. Fax Net 1 provides a fast, efficient and credible way for the PPD to get the word out. It also enables them to market Safe Business resources to far more of the 150,000 licensed businesses in Phoenix than they would otherwise have the capacity to reach.

Fax Net 1 has similar partnerships established with the Arizona Banking Coalition, Arizona Missing Persons Alert, Burglary Reduction Program and many other community safety initiatives throughout the region. Fax Net 1 serves all of these programs in the same way; providing fast and efficient communication between law enforcement and the businesses who can act on key information to protect themselves and others.

## PROGRAM IMPACT

The successes of Fax Net 1 were evident from its beginning. With many improvements in technology over the past nineteen years, the successes have only continued to grow in number. Fax Net 1 sends an average of 187,000 alerts each year for law enforcement agencies at the local, state, federal and international levels. Notably, the Phoenix Police Department attributes the discovery of one criminal every nine days to alerts sent out by Fax Net 1.

The Fax Net 1 alert system also helps streamline the investigative process, such as contacting hospitals for missing people and distributing descriptions of suspect vehicles. These efficiencies are more critical than ever, as Fax Net 1's police partners face rising crime stemming from foreclosures and the economic downturn in an environment

## PHOENIX CELEBRATES MULTIPLE AWARDS FOR INNOVATIVE COMMUNITY-POLICE COLLABORATIONS

Community policing has always been a priority for the Phoenix Police Department and its staff. Encompassing an area of more than 469 square miles, the Phoenix Police Department provides law enforcement to 1.3 million residents. The department has civilian support of over 800 people and approximately 2,800 sworn officers. The community programs and community liaison units perform specific functions to ensure positive relationships between the community and the department.

In addition to Fax Net 1's award for the special strategy of Applied Technology the department has been the recipient of three MetLife Foundation Community-Police Partnership Awards in the category of Neighborhood Revitalization. Below are brief summaries of exemplary collaborations between community groups and police that yielded crime reduction as well as economic development outcomes, such as real estate development, business attraction and job growth in the City of Phoenix. Full case studies on these partnerships as well as other innovative programs from around the country can be downloaded at: [www.lisc.org/metlife](http://www.lisc.org/metlife)

### ► 2002 MetLife Foundation Winner Garfield Weed & Seed

#### Lead Partners

- Garfield Weed & Seed
- Phoenix Police Department

The city of Phoenix began revitalization efforts in the Garfield Neighborhood in 1993 by designating it a Neighborhood Initiative Area. In 1994, the U.S Department of Justice awarded Phoenix the first of seven grants to improve the mostly Hispanic Garfield neighborhood through its Weed & Seed program. With this support, the city's Neighborhood Services Department, working with police and neighborhood organizations, coordinated a comprehensive revitalization and public safety strategy that included code enforcement, historic

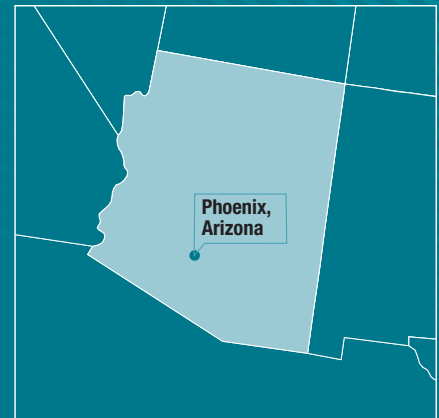
preservation, infill housing, youth and family programs at local schools and parks and the establishment of block watches and neighborhood patrols. At the time of winning their award, the program partners and residents had shut down more than 200 drug houses, rehabilitated or reconstructed 250 homes using low-interest Community Development Block Grant loans and initiated a quarterly neighborhood newsletter. The Garfield Organization is responsible for creating model law enforcement and revitalization committees where residents meet monthly to address public safety and revitalization issues. Additionally, violent crime in the neighborhood dropped by about 10 per cent, compared with a 5 percent drop citywide. Property and drug crimes decreased and calls for service declined by 22 percent while these same rates increased citywide.

### ► 2007 MetLife Foundation Winner There's No Place like a Home

#### Lead Partners

- Neighborhood Housing Services of Phoenix
- City of Phoenix Neighborhood Services Department
- Phoenix Police Department

Through partnerships between the Phoenix Police Department, Neighborhood Housing Services of Phoenix and many others, the Garfield neighborhood has become a true success story in community-police collaboration. Rising above blight and crime to bring new cultural diversity and hope to an urban barrio, there are many lessons to be learned from the project. Responding to high crime and an increase in gang activity in the mid-1990s, a group of community leaders came together to chart a new course for intervention and prevention. The Neighborhood Housing Partners of Phoenix, Phoenix Police Department and their collaborators, such as the Neighborhood Services Department, Public Works and Water Departments, school districts, local businesses and neighborhood association, worked with residents to develop revitalization objectives. Priorities included closing drug houses, instituting gang deterrence



measures, improving the housing stock, installing sidewalks and curbs, paving streets and engaging residents to become involved in saving their neighborhood. As a result of the partners' efforts, crime has significantly declined, and the neighborhood is more stable, with improved housing and cleaner streets.

### ► 2008 MetLife Foundation Winner Capitol Weed & Seed Program

#### Lead Partners

- Capitol Mall Association
- City of Phoenix Neighborhood Services Department
- Phoenix Police Department

The Capitol Weed and Seed Coalition, a coordinated effort of law enforcement, community groups, and public and private organizations have worked together to revitalize challenged neighborhoods in the City of Phoenix. The goal of the program is to "weed out" violent crime, drug use and gang activity from targeted neighborhoods and to plant "seeds" of rehabilitated homes, spruced up streetscapes and a wide range of program and social services from public and private groups. By working together, the partners have contributed to a significant decline in crime and increase in property value. Since 1998, approximately 300 drug houses have been shut down, 36 homes were built or rehabbed by Capitol Mall Association, a community development organization that promotes homeownership for low/moderate first time homebuyers, and many successful block watches and neighborhood patrols have been created.

of dwindling public resources. The ability to specify the destinations of alerts enables law enforcement to use the network for requests unique to casework as well as for more general crime and safety information. This system has allowed officers the ability to dedicate additional time to investigations, relying on Fax Net 1 to assist in communicating crime alerts and suspect information.

Through meshing Fax Net 1 with the Phoenix Police Department's Silent Witness Program, many additional tips have also been called into local law enforcement. Due to the nature of the Silent Witness

Program, there is no way to know if Fax Net 1 alerts were the direct causes of the anonymous phoned-in tips, however all alerts sent out include the Program's mission and number. The department receives a number of tips from this program, many of which can likely be attributed to the communication and trust in the police which Fax Net 1 has fostered in the area.

Fax Net 1 was developed with the goal of using technology to help members of the community spread the news of crime and protect each other from future victimization. While the original efforts of the program were a success, the latent effect of

*The successes of Fax Net 1 were evident from its beginning, and with many improvements in technology over the past nineteen years, they have only compounded.*

building lasting and effective communication between law enforcement and the public was an even greater achievement. For this partnership, communication brought more than just crime reduction. Communication was the building block to deepening relationships among law enforcement agencies and their relationships with the surrounding community. Due to the collaborative efforts, Fax Net 1 is a resource utilized by the police while increasing public safety for residents and business owners.

## EXPANDING PARTNERSHIPS TO IMPROVE PUBLIC SAFETY

### Arizona State Board of Pharmacology Partners with Fax Net 1

Recent studies estimate that 3.9 million people in the United States currently use prescription drugs such as pain relievers, tranquilizers or stimulants for non-medicinal purposes. This number is far in excess of the estimated 2.1 million Americans who are known to use heroin or cocaine. While illicit prescription drugs can be purchased on the black market, other popular methods of obtaining these drugs include doctor shopping (visiting multiple doctors in request of the same prescription), forging prescriptions, stealing prescription pads and phoning in bogus scripts. Due to stern patient confidentiality laws which restrict the ability of pharmacies and doctors to share customer information, these schemes often go unnoticed.

Fifteen years ago, the Arizona State Board of Pharmacology, the Drug Enforcement Administration and Fax Net 1 developed a partnership aimed at sharing intelligence of fraudulent prescription drug crimes in progress. Fax Net 1 pharmacy alerts work similar to the crime alerts distributed by the program and aided by local police departments. When a pharmacy employee recognizes a potential fraud, they complete a one page form which includes information on the type of pharmacy and attempted fraud, the prescription desired, the identity of the suspect and any involved vehicle. A brief narrative of the incident is attached and the one page alert is sent to Fax Net 1. Through the use of the extensive Fax Net 1 database, the alert is forwarded to all pharmacies in the area in less time than it takes for the average pharmacy to fill the prescription. This strategic information-sharing has led to police departments being able to respond immediately, often making arrests of unsuspecting individuals as they are patiently waiting for their prescription to be filled.

The Arizona State Board of Pharmacology has found the Fax Net 1 program so beneficial that it requires all registered pharmacies throughout the state to participate in the program. Fax Net 1 founder Peggy Secaur states that approximately twenty pharmacy reports are forwarded per week. This unique and successful partnership is among many that the Fax Net 1 communication system has facilitated.

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*The authors and publishers are solely responsible for the accuracy of the statements and interpretations contained herein. Such interpretations do not necessarily reflect the views of MetLife Foundation.*

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